

**Minutes from the AMC Integrated Process and Product Management (IPPM)
Working Group Meeting
3 – 5 February 1998 at STRICOM**

1. **Opening Remarks:** The meeting was opened by Gil Langford, AMCRDA, with a welcome to all attendees. Neal Finkelstein, STRICOM, added some administrative announcements. A list of attendees is found at Enclosure 1.

2. **Review of IPPM Material in OSD Acquisition Deskbook:** Tom Schneider, AMSAA, provided a status report on the integration of the guidance material from AMC-P 70-27 into the OSD Acquisition Deskbook. The material is now in self-contained topical files, most of which are located in one of two Deskbook sections. They are either in “1.2.1.2 – Utilize Integrated Product Teams (IPTs)” or “2.B.6.2 – IPT (Rules of the Road)”. In both cases the material can be found under either “Command-Wide Practices” or “Command-Wide Sample Formats”, under AMC. If any working group member has a proposed change or addition to the material please contact Tom. Some related issues were also discussed. These include:

- a. IPPM Material in DA Pam 70-3 – In the initial draft of the pamphlet there is a section on IPPM. Much of that material is redundant with the information in Deskbook. AMC has decided to eliminate that section and in its place put a reference to look in the Deskbook for IPPM/IPT related guidance
- b. Terminology – The Deskbook personnel pointed out that since DOD uses the term Integrated Product & Process *Development* (IPPD) and the Army uses Integrated Product & Process *Management* (IPPM) a search of the Deskbook using one term does not turn up any references to the other. This may lead users who are unfamiliar with the Army term to miss all or most of our guidance. Members felt strongly that the distinction between IPPD and IPPM was important and should be maintained. **Action: Tom was asked to investigate whether the Deskbook office can somehow link the two terms together so that searches on one also turn up the other.**
- c. OSD IPPD Guidebook – OSD is still working on the preparation of an IPPD Guidebook. It is our understanding that they have made a couple of failed attempts at this through support contractors, but they were unhappy with the products. We need to do a better job of advertising our Deskbook information to the world and especially OSD. Perhaps they can build on our material rather than recreate the wheel.

3. **Working Group Charter:** Gil Langford passed out copies of the recently signed AMC charter for the working group. It was signed by both MG Caldwell, AMC DCSRDA, and GEN Wilson, CG, AMC. Gil then reviewed a briefing on the group he had given to Ms. Renata Price, ADCSRDA for Technology. The members felt the signed charter will definitely legitimize the time and resources they put into the group. They recommended forwarding the charter to their MSC Commanders to demonstrate AMC interest in MSC participation. **Action: Bob Whiteley, AMCRDA, will prepare and staff the distribution memo to send the charter to the MSC Commanders.**

4. **Future Special Studies:** The group then began to brainstorm ideas for future engineering studies to be performed. Study ideas include:

- Gathering contractor assessments of Army implementation of IPPM. Also, look at their perception of the effectiveness of Partnering Agreements

- Updating/modifying the IPPM checklists contained in the Deskbook for each phase of the acquisition lifecycle. Strengthen the list for Advanced Concept Technology Demonstrators (ACTDs)
- Implementation of Integrated Concept Teams (ICTs) and how they transition to IPTs
- How to best resource IPTs? What is the optimal size and composition?
- Investigate Virtual Teaming methods and technologies
- Survey small system PMs to document how they have implemented IPPM/IPTs

Ensuing discussions elaborated on these ideas.

It was suggested that it might be better to gather contractor assessments at a meeting or event they all participate in, such as Atlanta Conferences, than to conduct a lot of site visits. Dick Koppenaal, TACOM-ARDEC, related that the Concurrent Engineering Users Group that they are members of is considering a similar study and we may want to “piggy back” onto that.

The recently published DA Pam 71-9 contains information on ICTs in Chapter 4. That would be a good start for this topic.

CDR Bill Olson, Defense Systems Management College (DSMC) has been doing a lot of work on optimal team performance and effectiveness. Our group should coordinate with him.

5. IPPM Guidance for Science & Technology Efforts: A planned presentation on this topic failed to occur when the presenter got sick and was unable to attend the meeting and her office was unable to conduct a teleconference to present her material. This topic may be picked up at the next group meeting.

6. AMC Program/Project/Product Managers: Rod Tozzi, AMCRDA-AM, gave a presentation on the recent transfer of 38 PMs from SARDA management to AMC management. These are not all “small” systems since many are ACAT I or II level systems. PEO STAMIS is being considered for dissolution and if that occurs those PMs will probably also transfer to AMC control. Rod encouraged the working group members to provide their expertise to the PMs, although it is the PMs decision as to how to implement IPPM/IPTs.

7. Life Cycle Management (LCM): Tom Schneider gave an overview presentation on LCM to acquaint the members with its purpose. This is an AMC initiative to consolidate a wide variety of current Operation & Support cost reduction initiatives into a single umbrella program for better coordination and management of efforts. A Working-level IPT (WIPT) has been established by AMC with representatives from all MSCs to propose and evaluate cost reduction initiatives. This dovetails into a OSD initiative entitled reduction of Total Ownership Cost (TOC). Both efforts want to reduce sustainment costs in order to free up the funds for modernization programs, and both place heavy reliance on multi-disciplined IPTs to be manage lifecycle costs and make necessary trade-off decisions. The LCM effort is led by the AMC System Management office. Rod Tozzi, from that office, encouraged the working group to become involved with this effort. GEN Wilson sent out an 18 Jul 97 memo on this initiative to the field.

8. The Art of Teaming: Jamie Ruffing and Dick Koppenaal, TACOM-ARDEC, led a full day seminar on how important it is to work with IPTs to resolve team building issues and problems. At our last meeting Jamie had proposed rewriting the old Volume 3 of AMC-P 70-27 into a new volume dedicated to the “Art of Teaming”. Based on customer satisfaction surveys, Jamie and Dick have identified a variety of team forming and building issues that can stop teams from becoming high performers. They used that information to develop a proposed outline for the new guidebook. After presenting the outline and providing some necessary background information, the working group broke-up into three subgroups each tackling a section of the outline material. The three sections were: Team Start-up Issues, Member Issues, and Leader Issues. The subgroups discussed the related issues and assigned leads to prepare guidance on each issue. **Action: It is planned to hold a Video Teleconference sometime in Jun 98 to review**

everyone's initial submissions. Drafts of all submissions should be forwarded to all other members in the Apr-May timeframe to allow for review prior to the VTC. Enclosure 2 contains a list of all topic assignments. Enclosure 4 contains a bibliography of sources Jamie used when compiling the topical outline for Vol 3.

9. PM Membership in the Working Group: Rod Tozzi was asked to give his view of PM participation on the working group. The group's concern was how best to get PM input into the work we do and the tasks we undertake. Rod suggested that rather than seek membership from every PM office, we instead seek membership from the three Deputy for System Acquisition (DSA) offices. He suggested giving a presentation on the working group at the upcoming PM/PEO Conference, 25-26 Mar 98, at AMCOM, and solicit DSA membership there. **Action: Dick Koppelaar will try to get on the conference agenda.**

10. IPPM Metrics: Peg Mion, TECOM, quickly checked the status of actions on the metrics issue. At the previous meeting we had taken the proposed metrics Peg had developed and renamed them as "Measures of Effectiveness". This way they could be used internally by IPTs for self-assessment. It was felt by the group that metrics was still a valid issue and everyone should still be on the look-out for good metrics. There are no specific work assignments for this issue.

11. ARIAT Follow-up: Tom Schneider described the AMC Acquisition Reform Implementation Assessment Team (ARIAT) and how they look into MSC and PM implementation of various acquisition reform initiatives, to include IPPM. In a recent site visit to TACOM an issue had surfaced concerning difficulty in getting the testing community to participate in some IPTs. The ARIAT has asked our working group to investigate and try to resolve any IPPM or IPT related issues they discover. The working group accepted this assignment and felt it was consistent with our chartered role. In this specific case, Peg Mion, TECOM, and Al Hardy, TACOM, will investigate.

12. Alternative Disputes Resolution Process: Tom Schneider related an issue that surfaced while briefing the Army Senior Analyst Review meeting last December. Some of the analysts complained that when they participate on Overarching IPTs (OIPTs) sometimes they surface an issue that no one else is interested in and it gets "voted down". The analysts were requesting that some kind of alternative disputes resolution process be created whereby a minority position could get a second hearing at a higher level. This type of mechanism already exists for OIPTs, since members can bring the issue to their superiors who can then surface it at the next higher ASARC or DAB meeting. Tom had drafted a proposal to add a similar disputes resolution mechanism to all IPTs. During discussion the working group felt it was premature to issue such guidance. The issue should be tabled until the "Decision Making" section of the new "Art of Teaming" book is developed and see what is proposed. There was great concern that allowing a formal alternative disputes mechanism could open the door to a lot of second guessing within IPTs and thereby negate one of their most important strengths – Quicker decision making!

13. Future Directions for the Working Group: It was announced that Mr. Jack Millet, Chief of the AMCRDA Integrated Engineering Management Office, will be the new working group chairman once Gil Langford retires in Apr 98. It was suggested that a Video Teleconference be held with all working group members sharing their activities with Jack to educate him on all the past and on-going work. A strong commitment was shown by all working group members to continuing the group and remaining active participants. The recently signed charter will help in this regard. A list of future strategic actions was developed and is included in Enclosure 3.

14. Next Meeting: The next meeting of the AMC IPPM Working Group has been tentatively scheduled for the week of 24 Sep 98 at TACOM-ARDEC. It is planned to coincide with the annual ARDEC Concurrent Engineering Symposium, also scheduled for that week. Jamie suggested that perhaps the

working group could participate in ARDEC's off-site team building training while there. Jamie and Dick will pass on further information.

Tom Schneider
AMC IPPM Working Group
Secretariat

Enclosure 1

**Attendee List for
AMC Integrated Process and Product Management (IPPM)
Working Group Meeting
3 – 5 February 1998 at STRICOM**

Attendee	Organization
Gil Langford	HQ AMC (AMCRDA)
Bob Whiteley	HQ AMC (AMCRDA)
Carlton Harris	HQ TRADOC
Peg Mion	TECOM
Al Hardy	TACOM-Warren
Jamie Ruffing	TACOM-ARDEC
Dick Koppenaal	TACOM-ARDEC
Tom Schneider	AMSAA
Neal Finklestein	STRICOM
Tom Mazza	STRICOM
Marilyn Craig	AMCOM
Byeong Ahn	CECOM-NVL
Jeff Potter	CECOM
Rod Tozzi	HQ AMC (AMCRDA) – Guest
Carol Benjamin	TACOM-ARDEC – Guest

Enclosure 2

GUIDANCE FOR INTEGRATED PRODUCT TEAMS
Volume 3
Teaming Issues and Practical Solutions

Team Start Up

- I. Team Member Selection *(Jeff Potter)*
 - A. Functional Areas
 - 1. Core
 - 2. Shell
 - 3. External Expert
 - 4. Mentor
 - B. Team Structure
- II. Team Purpose *(Dick Koppenaal)*
 - A. Mission
 - B. Schedule
 - C. WBS
- III. Kick Off Meeting *(Marilyn Craig)*
 - A. When
 - B. Who
 - C. Why
 - D. "The Ground Rules"
- IV. Facilitators *(Bob Whiteley)*
 - A. Outside Expert
 - B. Team Member
 - 1. Rotating
 - 2. Permanent
- V. Charters *(Carlton Harris)*
 - A. Purpose
 - 1. Program
 - 2. Team
 - 3. Charter
 - B. Scope
 - 1. Duration
 - 2. Site /Locations
 - C. Variations
 - D. Methods
- VI. Meetings *(Al Hardy)*
 - A. Regular
 - B. How to Run a Productive Meeting
 - C. Taskers
 - D. Minutes
 - E. Agendas
 - 1. NEAT
 - 2. Distribution

Team Issues

- I. Communication *(Tom Schneider)*
 - A. Meetings
 - B. Software Packages
 - C. Documentation/Record Keeping
- II. Conflict Resolution *(Al Hardy)*
 - A. Process
 - B. Types
 - 1. External Resolution
 - 2. Deflecting
 - 3. Other
- III. Team Awards *(Dick Koppenaal)*
 - A. Metric Based
 - 1. Cost
 - 2. Schedule
 - 3. Performance
 - B. Qualitative
 - 1. Team Contribution
 - 2. Ratings
- IV. Team Ratings *(Al Hardy)*
 - A. Customer Input
 - B. 360 Degree Appraisal
- V. Team Training *(Dick Koppenaal & Tom Schneider)*
 - A. Technical
 - 1. Individual
 - 2. Team
 - B. Team Building
 - 1. Personality Assessments
 - 2. COPE/Hearts
 - 3. Problem Solving
 - 4. Events
- VI. Team Decision Making *(Jeff Potter)*
 - A. Nominal Group
 - B. Consensus
 - C. Voting
 - D. Team Leader
- VII. Team Tools *(Bob Whiteley)*
 - A. Desk Top Packages
 - B. QFD
 - C. Pareto

Leader Issues

- I. Individual vs Group Goals
- II. Leader Roles *(Tom Mazza)*
 - A. Decision Maker
 - B. Facilitator
 - C. Councilor
 - D. Task Master
 - E. Program Success
- IIa. Types of Power *(Tom Mazza)*
 - A. Coercive
 - B. Referent
 - C. Expert
 - D. Legitimate
- IIb. Leader Behavior and Team Work *(Tom Mazza)*
 - A. Goal Oriented
 - B. Employee Centered
 - C. Authoritative
- III. Understanding Intra-Group Dynamics *(Neal Finklestein)*
 - A. Conflict
 - B. Non-verbal Clues
 - C. Need Theories
- IV. Team Phases *(Start-up Group)*
 - A. Forming
 - B. Storming
 - C. Norming
 - D. Performing
- V. Group Problems *(Peg Mion)*
 - A. Non-participation
 - B. Domineering personalities
 - C. Group Think
 - D. Digression/Tangents
 - E. Disruptions
- VI. Appraisal & Self Assessment *(Jamie Ruffing)*

Enclosure 3

Strategic Actions for the Working Group

Policy

- Update guidance in Acquisition Deskbook (as needed) - All
- Develop “Art of Teaming” Guidebook – All (lead Jamie)

Training

- Develop MSC IPPM/IPT training courses (on-going) - All
- Become active in development of DAU IPPD Course – *Bob*
- Become involved in Roadshows and other IPT related efforts – All (*Tom and Jamie currently involved in Roadshow VII*)
- Teach MSCs and PMs about ICTs and their interface with IPTs. Try to make this a topic at the next Roadshow
- Create opportunities to share training material and experiences with other members - All

Studies

- Implementation of ICTs and the transition to IPTs – *Carlton and Neal*
- How to resource/size IPTs. What is the optimal size and composition - *Jamie*

Information Sharing

- Expand IPPM WG Website to include additional information and links to other relevant sites - *Tom*

Enclosure 4

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